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NOVEMBER/DECEMBER 2012

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*The Custom Communications Division of Today Media*

1014 W. 36th St., Baltimore, MD 21211

410-828-0120 | Fax: 410-825-1002

www.mediatwo.com

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## Wharf Completed...Cranes Arrived!





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A Sweet Treat from More Than 50 Years Ago

**COVER:** Auto manufacturers bring their latest makes and models through Baltimore in large numbers. Product images courtesy of manufacturers. Additional photography by Bill McAllen and Kathy Bergren Smith. Photo illustration by Darby Lassiter.

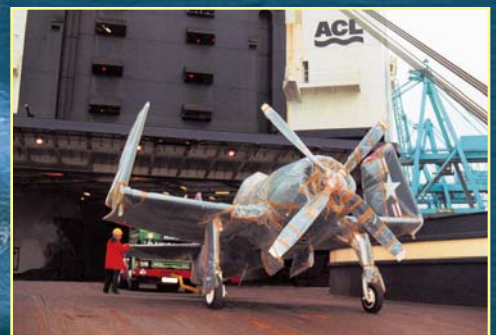




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## Smart Steps Toward a More Sustainable Future

**R**ecently, we opened the newly constructed Masonville Cove nature area on the waterfront in Baltimore City. This project is transforming one of Baltimore's most toxic stretches of waterfront into an environmental sanctuary that will benefit wildlife, local residents and the Port of Baltimore.

In 2007, the Maryland Port Administration identified a large site along the Masonville shore as the location for a new dredged material containment facility. Ultimately, a new marine terminal will be built on top of the containment facility. This project is important for the future of the Port of Baltimore and the 14,000 men and women who work there, and must be handled with respect for the neighboring communities. Working with residents, we identified 122 acres adjacent to the larger 140-acre containment project with the vision of restoring the waterfront and creating a dedicated space for community members to use for generations to come.

Part of the transformation of the Masonville site is the construction of an environmental education center that opened in 2009. It has welcomed thousands of grade-school students to learn through hands-on environmental activities. The Living

Classrooms Foundation, National Aquarium Baltimore and a local neighborhood community organization actively work together to develop and run the center's education programs.

The recently opened nature area is now capped with clean soil and is being replanted with native trees, shrubs and wetland plants. The space offers walking trails, fishing and bird-watching opportunities and a non-motorized boat ramp for kayaks and canoes. This project is the first of a three-phase effort that will restore 40 additional acres of land for public use over the next few years.

The Masonville environmental restoration project is a great example of our Smart, Green & Growing initiative, which is linking community revitalization, transportation improvements, economic development, smart growth and environmental restoration efforts to create a more sustainable future for Maryland.



**Martin O'Malley**, Governor

## EXECUTIVE VIEW

## Exceptional Labor Force Contributes to Impressive 2012

**2**012 will be remembered as one of the very special years in the history of the Port of Baltimore with some significant accomplishments that we achieved in both our cargo and cruise businesses.

Through our public-private partnership with Ports America Chesapeake, a new 50-foot-deep container berth was completed. The berth allows our port to be one of only two on the East Coast that are able to accommodate some of the world's largest ships. A few months after completing construction on the new berth, four super Post-Panamax container cranes arrived at Seagirt Marine Terminal for installation. Extending 400 feet tall from the ground to the tip of the boom, the cranes now provide the newest addition to Baltimore's skyline.

I'm also happy to report that our record-setting cargo performance in 2011 continued through 2012. At the time of this writing, general cargo handled at our public marine terminals was up nine percent from 2011 and trending toward an all-time record year. Among specific cargos, cars were up 19 percent over a record year in 2011 when Baltimore handled more cars than any other U.S. port. Roll-on/roll-off, containers and breakbulk were also all up.

Cruising from the Port of Baltimore continued to be a huge success in 2012. Nearly every ship leaving our port sailed at full capacity and our two cruise partners made stronger commitments here. Last year, Carnival Cruise Lines signed a five-year extension to continue serving the Port of Baltimore. In 2012, Royal Caribbean International announced they would bring the newly renovated *Grandeur of the Seas* here in 2013 after a nearly \$50 million renovation that includes new restaurants, entertainment options and other features only available on their largest class ships. Royal Caribbean's commitment to Maryland was further proven when they reserved berthing space at our cruise terminal through 2014.

The number one reason for our success continues to be the men and women who work here. We have an outstanding labor force that is known in our industry as being one of the very best. With that constant, the future of the Port of Baltimore will always be bright. Best wishes for a great 2013!



**James J. White**, Executive Director



# SOUNDINGS

The happenings in and around the Port > > > > > > > > >

## BUSINESS

### Agreement Signed with Estonian Port of Tallinn

**P**ort of Tallinn (Estonia) Chairman of the Management Board Ain Kaljurand and Maryland Port Administration (MPA) Deputy Executive Director M. Kathleen Broadwater recently signed a Memorandum of Understanding agreement establishing a formal cooperation between the two seaports aimed at increasing maritime business opportunities for both parties.

"We look forward to utilizing this agreement as a way to generate new cargo opportunities and to share best practices with the Port of Tallinn," Broadwater said. "Tallinn is the largest port in Estonia and their

business profile includes some of the same focuses as ours—containers, roll-on/roll-off, and cruise. We look forward to the partnership."

The MPA has similar agreements with other international ports, including Adani Ports (India), Nagoya (Japan), Gdynia (Poland), Genoa (Italy), Sokhna (Egypt) and Cotonou (Africa). 🌐



*Ain Kaljurand and MPA Deputy Executive Director M. Kathleen Broadwater sign a Memorandum of Understanding regarding the Port of Tallinn (Estonia).*

PHOTOGRAPH BY BILL MCALLEN

## IN MEMORIAM

### Sanderson Spent Nearly 40 Years with MPA

**F**ormer Maryland Port Administration (MPA) Operations Specialist Theodore K. "TK" Sanderson Jr. died in October due to complications from Alzheimer's disease. He was 77. The Baltimore-born Sanderson worked at Alcoa Steamship Co. before joining the MPA in 1960 as Assistant to the Director of Terminal Operations. At the time of his retirement in 1998, he was a Project Analyst in the MPA's Department of Engineering. At the time of his death, Sanderson lived in White Marsh. 🌐

## EVENTS

### Seminar Turns Eye Toward Port's Next Generation

**T**he Maryland Washington D.C. District Export Council is inviting exporting and related service industries to a seminar, "Preparing for the Next Generation of

Shipping Through the Port of Baltimore," on January 8 in Baltimore.

Speakers include James J. White, Executive Director of the Maryland Port Administration (MPA), who will discuss the state of the Port and the agreement with Ports America Chesapeake; and Capt. Kevin Kiefer, Sector Commander Coast Guard Sector Baltimore. Richard Powers, Director of Marketing for the MPA, will provide an update

on steamship lines and services, and Mark Montgomery, President and CEO of Ports America Chesapeake, will speak about the expansion of the Seagirt Marine Terminal and its new state-of-the-art cranes. John Redding, Senior Vice President of The Belts Corporation, will discuss the Maritime Industrial Zoning Overlay District (MIZOD).

The cost is \$25 per person. The event, which runs from 5:30 to 8:30 p.m. and includes refreshments, takes place at Baltimore's City Hall, in the Curran Room on the fourth floor, 10 North Holliday St., Baltimore, MD 21202. 🌐



For further information, visit  
<http://acteva.com/go/marylandwashingtondec>




## NEWSMAKERS

### Casey Overseas Receives Business Honor

**C**asey Overseas Corporation, a female-owned freight-forwarding services company in Baltimore, received a Bridging the Gap Achievement Award from the Greater Baltimore Committee (GBC) in October. The award recognizes outstanding minority- and women-owned firms, as well as majority businesses and executives who nurture the development of minority businesses in the Baltimore region and throughout Maryland.

Nominated for the award by the Maryland Port Administration (MPA), Casey Overseas was founded in 1979 by Annette Morgan, who nurtured female employees and eventually sold the firm to Melanie Dvorak, a former employee and current owner.

GBC President and Chief Executive Officer Donald C. Fry said that Bridging the Gap award winners "exemplify the kind of private-sector energy that powers our economy." 

## SECURITY

### Vessel Traffic Impacted by Presidential Inauguration


**T**he 2013 inauguration of President Barack Obama takes place on Jan. 21 and is a National Significant Security Event, which impacts vessel traffic. The Captain of the Port of Baltimore will take steps to ensure the safety and security of waterways in the areas of the inauguration festivities while balancing the needs of a commercial port.

A security zone will encompass certain waters of the Northeast, Susquehanna, Bush, Gunpowder, Back and Anacostia rivers in Maryland

and the District of Columbia, as well as certain waters of the Inner and Northwest Harbors in Baltimore.

Commercial vessels have been submitting sail plans for excursions in those areas between January 15 and 24; no commercial sail plans will be accepted after January 4.

Cargo vessels do not have to submit plans. Current security requirements do not apply to the facilities serving deep-draft or freight vessels operating at terminals south of the Domino Sugar or Apex terminals, which are also excluded from the requirements.

Sail plans can be submitted to Lt. Jg. Salomee G. Fisher electronically at [Salomee.G.Fisher@uscg.mil](mailto:Salomee.G.Fisher@uscg.mil) or by fax to 410-576-2655. 

## SECURITY

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You can also choose to replace your TWIC through the standard five-year renewal process, which costs \$129.75 and requires two visits to the enrollment center.

Be sure to allow at least 60 days before your TWIC expires to start the renewal process.

If you are interested in obtaining a three-year, extended expiration date TWIC, follow these steps:

- 1** Call the TWIC Help Desk at 1-866-347-8942 (Mon–Fri, 8 a.m. to 10 p.m. EST) to confirm eligibility.
- 2** Pay a \$60 card replacement fee by credit card. (If paying by check, take a check, cashier's check, money order or company check to the enrollment center to begin the application process; you will be notified when your new TWIC arrives).
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## CRUISE

### Norwegian Dawn Arrives At Cruise Terminal


**N**orwegian Cruise Line's *Norwegian Dawn*, with a passenger capacity of 2,224 (double occupancy) and crew numbering more than 1,000, recently arrived for the first time at the Port of Baltimore's Cruise Maryland terminal. The *Norwegian Dawn* has an overall length of 965 feet, a draft of 28 feet and a cruise speed of 22.5 knots.

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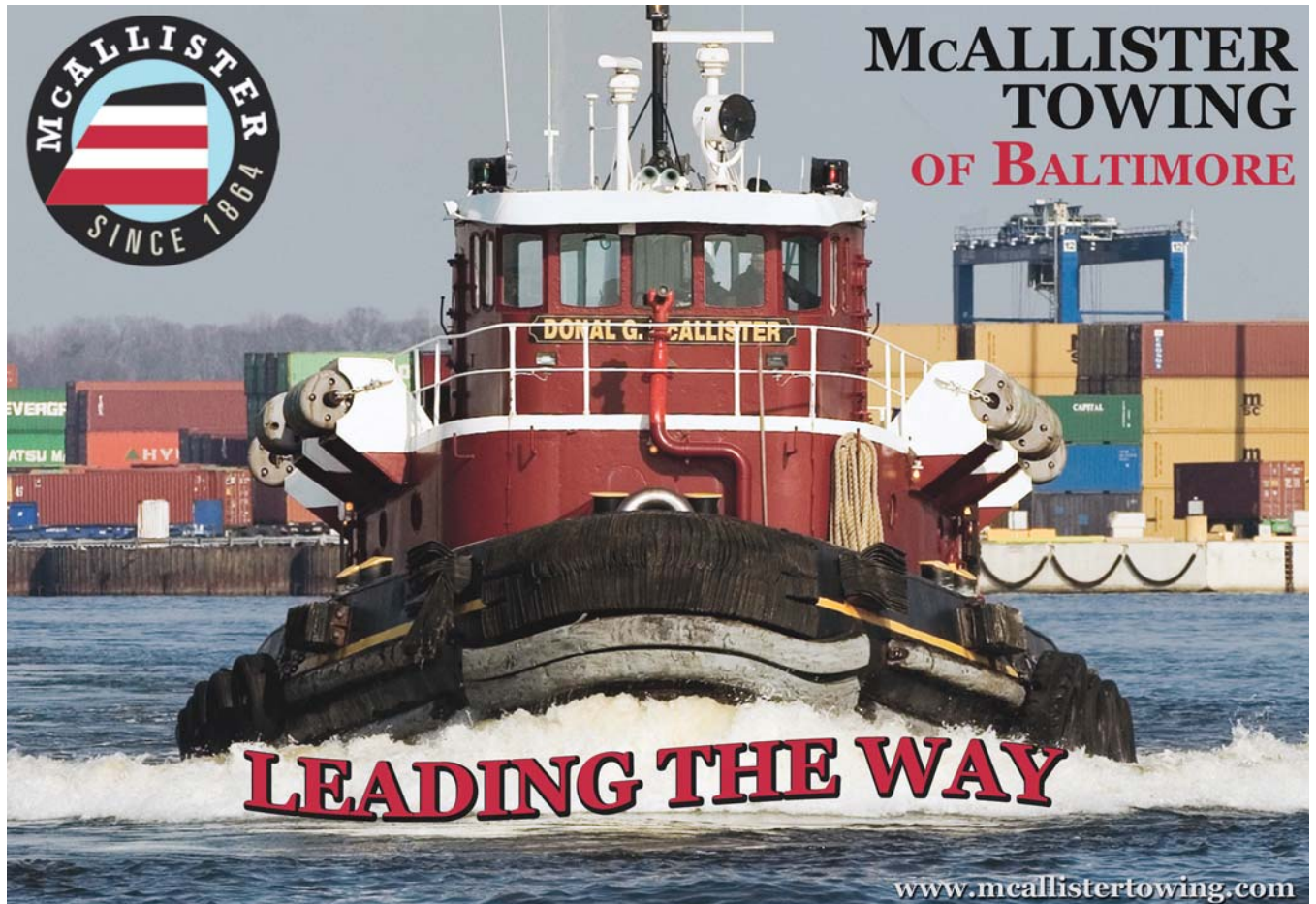
*Attending the Norwegian Dawn wheel ceremony were, from left, Cindi Schuman, Operations Manager, Intercoastal Shoreside & Port Services; Capt. Staffan Bengtsson; and Cynthia Burman, General Manager, Cruise Maryland.*



PHOTOGRAPHY BY BILL MCALLEN



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## SHIPPING

### Bahri Merges Fleets with Vela

**B**ahri announced in October that it reached an agreement to merge its fleets with Vela International Marine Limited, a wholly owned subsidiary of the Saudi Arabian Oil Company. With the deal, Bahri takes ownership of Vela's fleet, consisting of 14 very large crude carriers (VLCCs), a floating storage VLCC, an Aframax tanker and four product tankers. The deal also makes Bahri, the name commonly used for the National Shipping Company of Saudi Arabia, the exclusive provider of VLCC crude oil shipping services to Saudi Aramco for crude oil sold on a delivery basis.

Bahri ships call regularly on the Port of Baltimore, and the company's offices are in downtown Baltimore.

In other Bahri news, the shipping company signed a contract in March with the Qatar Aluminum Company after completing 15 trial shipments transporting aluminum from Saudi Arabia to the Port of Baltimore and two other U.S. ports. The estimated value of the contract, good for one year with a potential one-year extension, is for approximately \$13.5 million. 🌐



Dave Thomas of the MPA speaks about Broening Highway work.

BILL MCALLEN

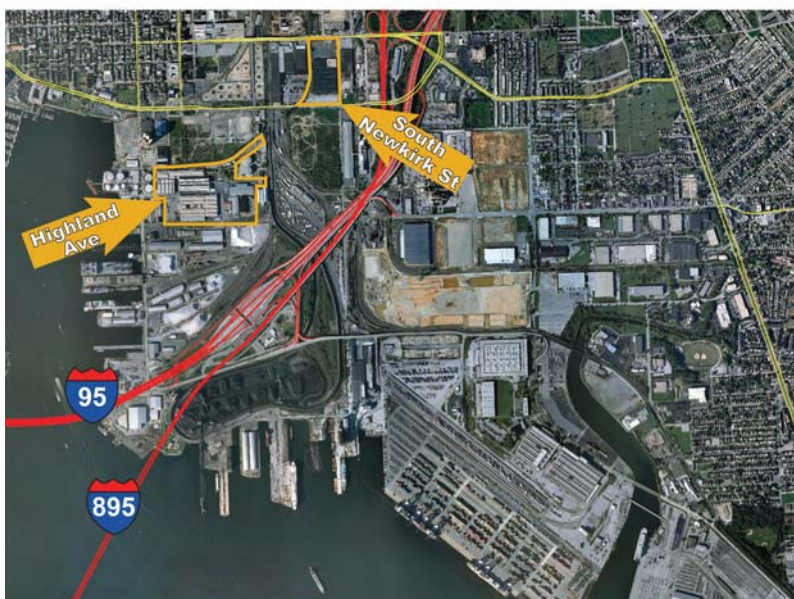
## INFRASTRUCTURE

### Work Gets Going on Broening Highway

**T**he reconstruction of Broening Highway commenced in mid-October, with the first phase of the project involving the Keith Avenue - Broening Highway interchanges. During the entire project, lane alterations can be expected along with various maintenance of traffic devices to direct the flow of traffic along Broening Highway.

The purpose of the project is to improve the roadway infrastructure and vehicular movements, while also establishing a key connection from Southbound Broening Highway to I-95 via the Keith Avenue ramp. Construction is expected to last for approximately 24 months. 🌐

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# GreenPort

Environmental Stewardship at the Port of Baltimore >>>



## Protecting Bay's Health Gets Loads of Help

**T**MDL is a small acronym with big ramifications for the Chesapeake Bay — and for the Port of Baltimore. It stands for Total Maximum

Daily Load, and refers to the amount of pollution a body of water can receive and still meet water quality standards.

The Clean Water Act requires states to assess their water bodies and develop TMDLs for the pollutants found to cause impairments.

In 2009, President Obama signed Executive Order 13508 on Chesapeake Bay Protection and Restoration, emphasizing the ongoing importance of the 64,000-square-mile Chesapeake Bay watershed, the largest estuary in the United States. All pollution-reduction practices needed to restore the Bay's health must be in place by 2025, and at least 60 percent of the required actions must be completed by 2017.

The primary focus is on three pollutants — nitrogen, phosphorus and sediment. However, additional TMDLs can be established for specific water bodies.

The Maryland Port Administration (MPA) recognizes the importance of protecting the Chesapeake Bay and is preparing an implementation plan to reduce TMDLs. An issue at the Port is

reducing or collecting the dirt generated by normal operations, which, when left on paved surfaces, can be swept by heavy rains into the storm drains. The marine terminals, consisting of mostly paved surfaces, have hundreds of storm drain inlets and miles of pipes to channel storm water; this requires ongoing inspection and maintenance to ensure that the stormwater system is working as designed.

The MPA is considered a small municipal storm sewer system (MS4) and has a discharge permit from the Maryland Department of the Environment (MDE), known as an MS4 Phase II permit for federal and state facilities. Under the MS4 permit, the MDE will establish pollution-reduction goals for TMDLs, and the MPA will be required to comply with them.

The first step, already under way, is to benchmark the amount and sources of potential pollutants and identify

reduction strategies.

Although the MDE has not set pollution-reduction goals yet, "we know it's coming and we're preparing our plan," said Bill Richardson, MPA Environmental Manager. "Knowing these pollution-control requirements are coming, we're looking for the most cost-effective, efficacious ways to get this done."

The MPA has identified best management practices (BMPs) to reduce pollutants, is developing its implementation plan and is exploring different technologies. The MPA currently operates street sweepers and regularly cleans out storm drains.

"Our inspection program allows us to identify and prioritize inlet cleanings," Richardson said. "We also have oil and water separators, sand filters, sediment ponds and various other structural BMPs. We have a variety of those, and it requires ongoing inspection and maintenance." He added that the MPA is also looking at "outside-the-box technologies," not yet adopted as widespread practice but that show promise, such as floating wetlands and other nutrient uptake technologies.

The marine terminals have hundreds of storm drain inlets and miles of pipes that require ongoing inspection and maintenance. The MPA operates street sweepers and regularly cleans out storm drains.



KATHY BERGREN SMITH

"We're looking at various technologies, but they have to meet the TMDL requirements for reduction, and not every technology is appropriate for a marine terminal because of physical and operational restraints," Richardson said. "We're developing a list so that when the regulations come out, we will know what works."

Port partners are getting involved, as well. At Wallenius Wilhelmsen Logistics' Mid-Atlantic Terminal, part of the Dundalk Marine Terminal, several storm drains are lined with gray filter materials that trap sediment and small bits of trash. The filters have "fingers" that grab oil and other pollutants. The new Berth 4 at Seagirt Marine Terminal, built by Ports America Chesapeake, has a state-of-the-art filtration system of underground chambers and baffles that trap sediment, the first of its kind on the East Coast.

MPA Environmental Specialist Jaime Smith oversees the National Pollution Discharge Elimination System (NPDES) Inspection and Maintenance Program, ensuring that the Port is complying with the requirements of the various NPDES permits held by MPA.

While the pending TMDLs are the primary concern, the MPA also is taking steps to eliminate trash and debris from being swept into storm drains.

"You would be surprised at what we find in storm drains," Smith said. "We find logs, bricks, trash and shopping carts. Trash and debris are major contributors to pollution from storm drains because they enter the waterways, or at times they cause a back-up and don't allow the storm water to drain properly."

The Port is involved in outreach to both Port users and the neighborhoods surrounding the marine terminals. "Everything you throw on the ground eventually ends up in the waterways, and we try to educate and work with the Port users on the importance of not discarding trash on the ground," Smith said.

Richardson added, "Ideally, it's more of a preventive operation than a cleaning operation — if we can educate, we can stop the trash from entering the waterways and also stop the backing up and flooding — cleaning is reactive and a last-ditch effort to prevent trash from getting into the bay. We have the support of our Port partners in this effort and are eager to work with them on these pollution reduction/elimination efforts." 🌐



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## MPA Sustainability Effort Wins Award

A project spearheaded by the Maryland Port Administration (MPA) has won the 2012 Smart, Green & Growing Award for Sustainable Infrastructure and Innovations in Stormwater Management.

Given by the Maryland Department of the Environment, the award lauds the MPA for a bio-retention area created at the Polytechnic Institute, part of the MPA's schoolyard greening program.

The project at Poly replaced pavement with trees, flowers and shrubs planted on a soil substructure designed to capture and absorb stormwater that washes off the parking lot of the school, which is located near the Jones Falls. The bio-retention area naturally filters pollutants such as phosphorus and nitrogen and reduces erosion of stream banks and wetlands.

Because the Port of Baltimore's commercial activities require many impervious surfaces such as buildings, roads and parking areas, the MPA developed its schoolyard greening program as a creative way to offset the environmental impact of the Port's operations. To date, the MPA has converted more than eight acres of blacktop into green space at nine city schools. 🌍

## Open House at Cox Creek

The Maryland Port Administration (MPA) hosted a community open house at the Cox Creek dredged material containment facility in October to further public understanding about the site.

Visitors learned about the history of the site, which is located off Fort Smallwood Road, and took tours on the dike road to understand the dredging process and how it's monitored. They saw a demonstration on reusing dredged materials and had a chance to explore the adjacent Swan Creek wetland, which has been restored. The event included hands-on activities for children and early-morning birding. 🌐



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**W**hen Superstorm Sandy pummeled the northeast in late October, leaving the port of Newark, NJ, in shambles, the Port of Baltimore was ready, willing and able to receive six car-carrying vessels that needed to be diverted. After all, what were a few thousand more cars for a Port projected to handle 650,000 vehicles in 2012?

Earlier in the year, the Port of Baltimore had, for the first time ever, surpassed the port of New York to become No. 1 in the nation for auto imports. At the six-month mark, 313,000 cars had rolled through, putting Baltimore well on pace for a record year.

Other good news surrounds the Port's auto business. For instance, Jaguar Land Rover North America LLC, which has been using the Port for 20 years, renewed its long-term contract with vehicle processor AMPORTS this fall; and Mitsubishi, which just started making the Outlander Sport in Bloomington, Ill., announced that it will send them by rail to the Port of Baltimore and from there to customers in Russia, the Ukraine and the Mideast.

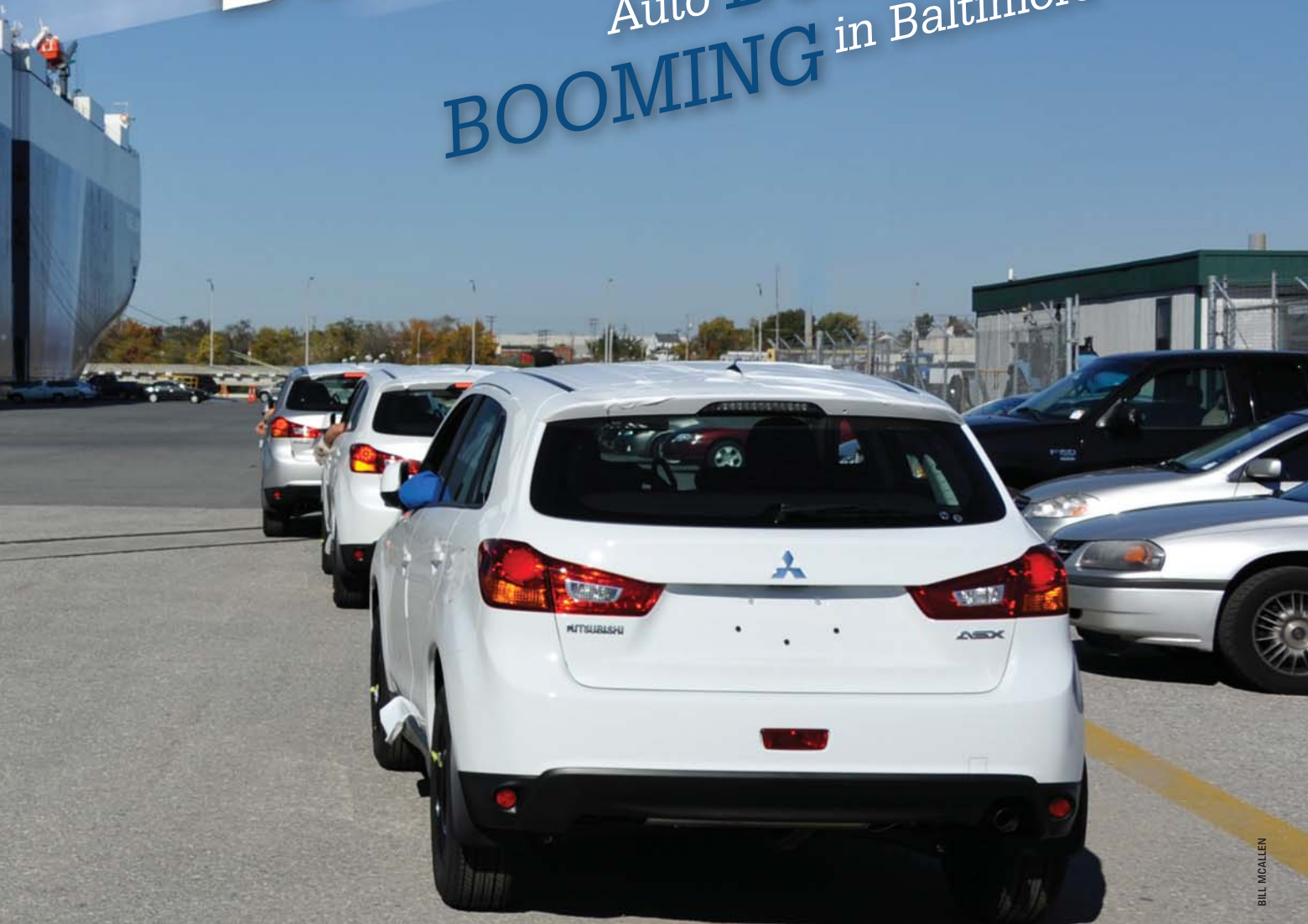
What's driving Baltimore to be such an automotive success story? The Port boasts a confluence of factors: The Port brings together several major ocean carriers, a ready supply of vehicle processors, easily accessible highway and railroad options, and a shorter route to the Midwest where cars are manufactured. Plus, Baltimore is situated in a heavily populated region where a big

BY NANCY MENEFEE JACKSON



# Driving Force

Auto **BUSINESS**  
**BOOMING** in Baltimore





chunk of the nation's car dealers are within a day's drive.

Furthermore, the Port's Quality Cargo Handling Action Team program (QCHAT) is a national model.

"It still basically goes back to the services we have here," said Larry Johnson, who is in charge of automotive sales for the Maryland Port Administration (MPA). "The No. 1 factor is the steamship lines — we just have great coverage. Any automaker knows they can get their cars anywhere in the world from here. The labor is great and we have a good safety record and quality — the cars don't get banged up. We have a great balance between imports and exports that a lot of ports don't have, which helps the truckers."

According to Larry Strug, National Transportation Manager for Subaru, "It's really geography and our logistics costs, and most importantly, our vehicle processor: WWL gives us a lot of flexibility in terms of accessorizing the cars."

In addition to importing cars, Subaru uses the Port for exports from the auto manufacturer's plant in Lafayette, Ind. "It's convenient; we have staff on site anyway, and that allows us to move back and forth between imports and exports," Strug said.

He also praises the Port for its handling of vehicles. "I think they do a really good job in working with the ILA in controlling damages. Keeping cars pristine is of the utmost concern to us."

Strug cites a point the layman might overlook: The Port keeps its terminals clean, making it less likely that wind-blown debris and grit will cause damage after a storm like Sandy. "Debris blows, so keeping the facility clean is important to us," Strug said.

Derek Meyer, Finance and Logistics Manager for McLaren Automotive, Inc., sums up three reasons why the British high-performance sports car manufacturer utilizes Baltimore as its primary point of entry for the North American market: "The people, the MPA dedication to vehicle cargo and the geographic advantages."

"The Port of Baltimore has stevedore crews with years of specialized experience safely unloading high-dollar and low-clearance vehicles off ro/ro [roll-on/roll-off] vessels," Meyer said. "This, coupled with the MPA investment in infrastructure on the terminal, has attracted the top-tier ro/ro carriers, port processors and trucking companies that we wanted to partner with

to distribute our products. Finally, the Port of Baltimore's mid-Atlantic location and close proximity to Interstate 95 allows us to reach our key markets in the Northeast, Florida and the Midwest efficiently."

## Safe and Secure

Jim Harrington, Port Operations and Vehicle Logistics Manager for Jaguar Land Rover North America LLC, praises the Port for its rigorous security procedures. "Although security and its complications may not be a favorite with most manufacturers, one of the things I'm quite happy with is security," Harrington said. "We find the Port of Baltimore to be the first and most efficient at handling post-9/11 increased security requirements."

Jaguar Land Rover brings 50 percent of its cars sold in the U.S. through Baltimore. Harrington noted that the company's operations are in ports with multiple ocean carriers, and believes having several vehicle processing centers — Baltimore, for example, has four — supports competitive bidding.

For his company, geography also comes into play. "Back in 2009, we consolidated our Northern and Midwest regions into the Port of Baltimore, which was a significant increase in geographic area serviced by one port, but that decision increased the

opportunity for retailer trades with vehicles of similar specifications," Harrington said. "It also improved our opportunity to locate and fill orders since our National Reserve stock for the North and Midwest would now be located within the same port, making allocations that much more efficient. Reducing the number of port locations also makes it easier to manage launch activities and service actions since we can send, if necessary, factory teams and specialized tools to fewer locations."

Harrington likewise praised the ability of the Port to handle automobiles without bruising them. "We are very pleased with the Port of Baltimore's cargo handling and we find the use of the QCHAT program a great resource to share best practices and communicate vehicle handling requirements for new products," he said.

## Processors with Prestige

Marty Colbeck is the Regional Sales Manager for the Midwest and East Coast for Auto Warehousing Company, an auto processor with more than 50 years of experience that returned to Baltimore this year for the first time since the 1980s. Auto processors establish the condition of the vehicle when it arrives at the Port and also make requested modifications. They might

## POVs Promote the Port

*A little known but growing piece of the Port of Baltimore's auto business is in the sector known as "privately owned vehicles," or POVs. The POV market was once dominated by American government and military personnel shipping their family cars to and from postings. Within the past decade, however, global market forces have created a lucrative market for American used vehicles in certain parts of the world.*

*"We have definitely seen an increase in POV processing to an average of about 2,000 vehicles per month," said George Molyneux, General Manager of AMPORTS' APS East Terminal in Baltimore.*

*In the first six months of 2012, the Port of Baltimore as a whole handled 55,000 POVs. Baltimore makes sense for shipping POVs because the infrastructure for handling vehicles as well as the skilled labor to handle them is already in place.*

*The market for American used cars is particularly strong in West Africa, according to Alex Meza, Managing Director of Jack Cooper Logistics, the parent of AES Inc., which operates twice-weekly service to the region from Baltimore. "Our customers are small businesses, purchasing small numbers of used vehicles and sending them to dealers in West Africa," said Meza. AES, through its parent company, can provide end-to-end logistics for these shipments.*

*Another area of the POV market is the "high and heavy," which includes trucks and heavy construction equipment. These vehicles are in demand in the Middle East, Africa and South America.*

*~ By Kathy Bergren Smith*



just wash the car and put a dealer label on it, or go so far as to add a spoiler, undercoating "or whatever the manufacturer deems necessary," Colbeck said.

Automobiles, Colbeck noted, are sensitive to handling. "You have a 6,000-pound piece of polished machinery that is completed and ready for the customer," he said. Moving cars comes down to what he jokingly calls the Holy Trinity — time, cost and quality. "How quickly can you get it to them without damage and at what price?" Colbeck added that Auto Warehousing Company is "excited for the opportunity" to be back in Baltimore. "We find the Port of Baltimore highly professional and geared toward the needs of auto processors and manufacturers," he said.

### Speed, Options and Efficiency

For Mitsubishi, the Port's access to the Midwest and Mid-Atlantic is key. "That it's the closest (port) to our plant is a big help," said Curt Parrish, Port Operations Manager for Logistics and Operations.

Having both highway and rail access is imperative; the Port, located just off I-95, has two on-dock railroads, CSX and Norfolk Southern. And, of course, ocean carriers are just as accessible. "Baltimore has plenty of berths; almost all the vessel lines call on Baltimore, and that helps us pick and choose," Parrish said. "The biggest thing is there are a lot of options with vessel calls and railroads and auto processing, and that gives us a lot of flexibility; it gives us those abilities to be more efficient ... and be cost-effective."

When it comes to exporting, he noted, "Our numbers are going to be increasing, and that will be a big plus for the Port."

Exports also come through the Port from Ford, which sells its popular Explorer and Taurus models overseas to numerous countries. Meanwhile, the company imports the Transit Connect, a small utility van. In both directions, Ford utilizes processing centers to modify the vehicles for each particular country's specifications.

Denny Carpenter, Vice President of Ford Trading Company and Logistics Department Manager of Ford Motor Company International, noted that auto manufacturers are always looking to move cars as fast and as efficiently as possible. "What makes the Port cost-efficient is that you have two good rail options and it's in the heart of our distribution to the Northeast," Carpenter explained.

### Working Together

Chrysler and GM also use the Port, which serves 17 foreign and domestic vehicle manufacturers. John Griffin, Chrysler's Manager for International Port Operations, cites a study done more than 20 years ago that looked at all of the nation's ports relative to Chrysler's facilities. Baltimore emerged as the best option. "For the inland route, it has an ideal location," Griffin said. "It's able to handle the volume that comes from all of our locations."

But it's not just the location that appeals to Chrysler. "I've always felt that Baltimore does a fantastic job of supporting its customer base. QCHAT signifies a true desire to satisfy its customers," Griffin said. "The Port of Baltimore truly is a place where there's the ability for everyone to compete with one another, but at the same time, there's the ability to work together — the goal is for more business to come to Baltimore."

He laughs as he notes that other car companies are envious of his location at the Port, where Chrysler has been for many years. "You have everybody always looking to come to Baltimore."

New Volvos were on some of the ships diverted from Newark to Baltimore because of Superstorm Sandy. Volvo, which has a contract with processor AMPORTS, normally uses the Port when sending cars to the Baltimore area and the Midwest. But during the storm's disruption, cars bound for the Northeast came in through Baltimore.

"We bring in our cars based on logistics — where they need to be moved to," said Anthony DiTonno, Port Quality Manager for Volvo Cars in North America.

Volvo keeps a quality manager on site at each location. "Volvo has a specific way we like to handle cars, and AMPORTS is doing a good job there," he said.

### Quality Handling

Rich Heintzelman, Executive Vice President and Head of Commercial, Wallenius Wilhelmsen Logistics (WWL) Americas, acknowledged that Baltimore is a "prime port location" with major railroad access and service. In addition, "The Port has successfully focused on developing ro/ro [roll-on/roll-off] as one of its core cargo segments, and in so doing has enabled itself to become *the* leader in this area."

Heintzelman further noted that "the MPA has supported WWL with infrastructure development for both our terminal and berths over the past 11 years."

## QCHAT

*A key factor in the Port of Baltimore's growing dominance in the automotive sector is its innovative approach to reducing damage. The Quality Handling Action Team (QCHAT) was founded in 1997 and has become a model for cooperation between stakeholders.*

*QCHAT brings together everyone involved in the movement of vehicles through the Port. Each month, the automotive manufacturers sit side by side with representatives from the steamship companies, stevedores, longshoremen, vehicle processors and truckers to address concerns and advance ideas for improving quality.*

*This close interaction between the different members of the team fosters personal relationships among diverse sectors of the port community, giving them a "big picture" view of operations.*

*"This increased awareness and perspective goes a long way to streamline day-to-day business and focuses communications for more effective dealings at all levels allowing space for new possibilities to be formulated," said Barbara Leight, Manager of the Quality Department at the Maryland Port Administration (MPA) and the team's facilitator.*

*QCHAT also has teams devoted to roll-on/roll-off (ro/ro) cargo and container handling. The annual Ro/Ro Rodeo, conceived by QCHAT, is essentially a two-day training session with manufacturers giving hands-on demonstrations to the longshoremen who transport the vehicles around the Port.*

*QCHAT's initiatives have raised awareness across the board and contributed to the reduction of damage.*

*~ By Kathy Bergren Smith*

The ultimate success of the Port depends on the people driving the cars on and off the ships and around the terminals. Heintzelman says Baltimore is "world-class" in this regard — a sentiment shared by others.

"The handling of cars is exceptional; they're unique in that respect," said Ford's Carpenter. "The other key aspect Baltimore has that the other ports don't have is the active leadership of people like [MPA Executive Director] Jim White and his team, of meeting with customers and having first-hand knowledge of our business. That's critical in making the right decisions as to modifiers and ocean carriers. There's no other Port that does it as well as the Port of Baltimore." 🌐



# MASON





## New Nature Area Emerges From Contaminated Waterfront

# VILLE *rebirth*

**O**n a sunny morning in late October, the small hands of fourth-graders patted wetland grasses into place, helping Maryland Lt. Gov. Anthony G. Brown formally open the Masonville Cove nature area with a ceremonial planting.

Students from Friendship Academy at Cherry Hill joined Brown and other dignitaries at the 11-acre waterfront parcel, part of a \$153 million environmental restoration project in Brooklyn. Formerly the site of Kurt Iron and Metal and the Maryland Shipbuilding and Drydock Company, the land had been degraded by industrial operations that included maritime salvage and ship-breaking.

Brown recalled when the area was an industrial dumpsite, filled with 61,000 tons of debris, including materials dating back to the 1904 Great Baltimore Fire. Now, the site — an Urban Wilderness Conservation Area that has been capped with clean soil and planted with native trees, shrubs and wetland plants — is home to walking trails, a fishing pier and a floating dock for kayaks and canoes. The area is free and open to the public, and is also becoming a favorite spot for birders.

*Along with helping students plant wetland grasses, Lt. Gov. Anthony G. Brown was joined at Masonville Cove by Living Classrooms Foundation President and CEO James Piper Bond, lower right, and other speakers.*

### To date, the MPA cleanup at Masonville Cove has removed:

- >> 306,074 gallons of petroleum-tainted water
- >> 17,398 tons of timber
- >> 6,588 tons of concrete rubble
- >> 5,265 feet of electrical wire
- >> 4,047 pounds of PCB-containing electrical equipment
- >> 27 abandoned vessels



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It is, Brown said, a project that is "central to the vision of a Maryland that is smart, green and growing," referring to a multi-agency, statewide initiative to help the state achieve a more sustainable future through community revitalization, transportation improvements, economic development and other efforts. Brown explained that the state hopes to continue more such projects "that take something that was hurting our community and turn it into an asset."

U.S. Rep. John Sarbanes, who wrote the "No Child Left Inside" Act to bolster outdoor environmental education, noted, "When kids are connected to nature, their achievement scores go up. ... Masonville Cove is a terrific, innovative project that advances economic and environmental interests. We are transforming one of the city's most contaminated sites into an outdoor attraction where families can learn about and interact with their environment, all the while advancing the viability of the Port of Baltimore."

The Maryland Port Administration (MPA) worked closely with the community to reclaim the area and design a placement site for dredged materials. Since Hart-Miller Island, another innovative dredged materials project, reached capacity in 2009, the MPA needed a new place to put material that results from dredging operations necessary to keep the shipping channels open. Maryland Environmental Service (MES) manages the entire Masonville site for the MPA.

A dike was constructed at Masonville enclosing 127 acres of water that will be filled with 500,000 cubic yards of dredged material a year; the total site capacity is 15 million cubic yards. Eventually, the new land created within the dike will become a marine terminal providing additional space for autos.

"I think the [MPA] has been very creative and innovative," Brown said. "We're proud of the Port and its ability to work with the community on issues of the environment and sustainability."

Frank Hamons, MPA Deputy Director for Harbor Development, called the opening of the Masonville Cove nature area "a true milestone for this project." He added, "We promised we would open this to the neighborhoods, and it's wonderful to be able to keep a promise. This is the first time in more than 70 years that the neighborhoods of Brooklyn and Curtis Bay

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have had access to the water."

Richard G. Anderson, President of the Brooklyn/Curtis Bay Coalition, also known as BayBrook, praised the MPA for both the beautiful site and its relationship with the community.

"This is absolutely marvelous," said Anderson as he stood beside a traditional Chesapeake Bay skipjack that the Living Classrooms Foundation had sailed to Masonville Cove for October's grand-opening event. "The Port involved the community from the onset, and they've been very faithful partners. They've taken an eyesore and turned it into a treasure."

The nature area is the second component of the Masonville Cove restoration project; in 2009, an environmental education center located on a hill overlooking the nature area opened to provide students with opportunities for hands-on environmental learning. The National Aquarium, the Living Classrooms Foundation and BayBrook develop and direct programs for students — more than 2,000 teachers and students participated in hands-on activities at Masonville's nature center last year. The structure itself is a "near-zero, net-energy" building with green features such as an energy-recovery ventilator and a reflective roof that decreases the amount of heat transferred into the facility.

In the next phase of the project, 41 additional acres will be restored and made available to the public during the next few years.

Masonville Cove was named for the hamlet of Masonville, a small village on the banks of the Patapsco that eventually was bought by the B&O Railroad. Bob Johnson, 80, grew up in Masonville. "We didn't have anything — we were poor people," he said. "We were like Huckleberry Finn — we swam, fished and crabbed and hunted for bottles."

He recalled seining on the marshy shore. "When you pulled that seine net in, you could get anything — we got rockfish, crabs and eels," he said.

Johnson also remembered darker days when contaminants were released into the water by local industries. "We jumped in and the chemicals stung our eyes — but I'm still here," he said with a laugh.

MES Director Jim Harkins commented, "Together, the Masonville partners have turned an unattractive, inaccessible site into a beautiful place for kids and families to relax and learn about the environment."



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# 9-OH, Domino!

In 90th Year, Refinery Brings Record Amount of Raw Sugar Through Port

BY NANCY MENEFEE JACKSON

Photography by Kathy Bergren Smith

**S**tu FitzGibbon is amazed that some people think that the Domino Sugar refinery where he works is an old, abandoned factory.

Well known for its 70-foot-by-120-foot neon sign, Domino Sugar is actually celebrating 90 years in Baltimore, but the surrounding neighborhood has changed greatly in those years. Sleek upscale condos overlook the brick factory, which was built on the waterfront in 1921-1922.

Not only is it still open, the thriving refinery produces 14 percent of the sugar consumed by Americans annually and every day refines more than 6.5 million tons of sugar — packaged on

site in 22 lines producing everything from single-serving packets and the familiar yellow-and-white boxes to 2,000-pound bags. Both bulk and liquid sugar, used to make food and candy products, are manufactured in Baltimore, too, along with specialized sugars such as confectioners, light and dark brown sugars, pharmaceutical sugars and molasses for animal feed.

"We've taken public understanding for granted for so many years, but the city has become more gentrified and people are further removed from industry," said FitzGibbon, Refinery Manager for American Sugar Refining Inc. "People go to the store and buy sugar — they don't know where it comes from. We're undertaking

## How Sugar is Made



- Raw sugar contains a thin coating of molasses around each crystal. That layer is softened and mingled in machines that blend the raw sugar with a solution of molasses and water.

- The thick, sticky mixture, called magma, is fed into the steel baskets of centrifuges that spin it at high speed, forcing the liquid out while

holding sugar crystals in place. Hot water then washes off the crystals, which are discharged and melted.

- The washed raw sugar goes into a melter, where it is heated until the sugar crystals dissolve. Impurities are removed by passing the melted crystals through a strainer and also utilizing a carbonation process.

- The carbonated liquor is pressed through ultrafine cloth filters, and the pressed liquor, now a golden yellow color, is pumped into special containers filled with char, which filters the yellow impurities, resulting in a colorless liquid, called "A" liquor.

- "A" liquor is heated in vacuum pans just enough to re-crystallize, and then a small amount of sugar crystals are injected, acting as seeds that cause more crystals to grow around them.

- When the crystals reach the right size, air is allowed back in the pans, "striking" the sugar and stopping the process. Another set of centrifuges is used to remove uncrystallized particles.

- The remaining crystals are double-washed and then dried in a machine resembling a giant tumble dryer. The now-pristine sugar crystals are sorted by size and packaged.



a campaign to advocate for what we do."

As part of that campaign, the company plans to spiff up the old buildings and beautify the plant so that the exterior is representative of the interior, where the company invested \$9.2 million in capital improvements in 2011 and \$2 million in clean-air technologies.

"The outside of the plant does not depict the inside of the plant," FitzGibbon said, noting that state-of-the-art computer systems monitor the complicated process of sugar making. The company has adopted heat recovery systems that have reduced energy consumption by 20 percent in the last 10 years, and it has hired a full-time sustainability expert.

The factory has its own power plant. "It's a very industrialized process — it has to be heavy because 6.5 million pounds a day is a lot of sugar to make," FitzGibbon explained.

Some 40 cargo ships a year carrying 830,000 tons of raw sugar dock at Domino's berth, making it the busiest bulk discharge terminal in the Port of Baltimore.

Two cranes, equipped with a 5,000-pound bucket and a 7,000-pound bucket, unload raw sugar, discharging 8,000 pounds a day. As the cranes work, inside the ship's hull a faint banging is heard — the sound of a bulldozer pushing the raw sugar into position for the scoop.



*Stu FitzGibbon is Refinery Manager for American Sugar Refining Inc.*

In April, the company notched a new record when a 600-foot-long, 100-foot-wide bulk cargo ship arrived with the largest single shipment of raw sugar in any port east of the Mississippi River — 95 million pounds. It took 16 days to unload it.

Once unloaded, precious piles of amber-colored sugar more than 60 feet tall create

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an eerie lunar landscape inside the Raw Sugar Shed. The shed can hold 65 million pounds of raw sugar, enough to fill Oriole Park at Camden Yards to a depth of two feet.

As true today as it was 90 years ago, the central location of the Port of Baltimore is key to the plant's success.

Sugar was once made by hand in small sugar shacks, and only the wealthy could afford to pay for the difficult process, while the poor depended on honey or molasses. That changed in New York City in 1807 when William and Frederick Havermeyer established a refinery and figured out how to mechanize the tedious process. Their descendants later changed the name to the American Sugar Refining Company, Domino Sugar's parent company. The company also was innovative in branding its product, steering consumers from bulk sugar to prepackaged sugar, including cubes that resembled the playing tiles of dominoes, hence the name.

Baltimore was chosen as a site for a new factory because of its proximity to Philadelphia and the Chesapeake Bay, as well as its rail access. In the early days, the plant was fired by coal, which was brought in by rail. Today, railroad tanker cars are filled with liquid sugar.

"Our position in Baltimore is dead-set in the Mid-Atlantic corridor," FitzGibbon said. "The Port of Baltimore is a unique advantage over many other ports. The Port of Baltimore is key to the U.S. food supply, and having a facility in the Inner Harbor is absolutely imperative."

He paused to take in a dramatic view of the Inner Harbor from the upper floors of the factory. "Manufacturing is not dead in the United States," FitzGibbon said. "The economic downturn has raised awareness of the need for manufacturing facilities." 🌐

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## Charlotte McVey

AMPORTS Quality Coordinator Takes Port's Health To Heart

BY MERRILL WITTY  
Photography by Kathy Bergren Smith

[www.amports.com](http://www.amports.com)

Charlotte McVey of AMPORTS is "all for spreading the word about quality, safety and the environment" around the Port of Baltimore. Yet, it was something of an accident that got her into the maritime business in the first place.

Back in 1987, "I went to have lunch one day with my sister-in-law, who worked as a Ford cargo truck detailer at PreDelivery Service, a wholly owned subsidiary of Ford," McVey recalled. "Her supervisor approached me and offered me a job detailing trucks. I decided to give it a shot."

McVey worked her way up until the auto industry got into quality ratings and QS 90 and ISO programs back in the '90s. When asked to become ISO Coordinator, she finally felt she had moved from just doing a job to beginning a career.

"In 2001, AMPORTS contacted me and offered me the position as the Quality Coordinator," she said. McVey has been handling AMPORTS' quality system at all three of its Baltimore centers ever since. Her official title now is Quality/ISO Lead Auditor-Safety Coordinator.

Recognizing the benefits of the ISO program, AMPORTS extended its commitment to quality by adding new health and safety programs in the workplace to its list of priorities. This new goal expanded McVey's duties with the company.

"During Charlotte's 11 years at AMPORTS, our semi-annual ISO surveillance audits have improved at all three

**Recognizing the benefits of the ISO program, AMPORTS extended its commitment to quality by adding new health and safety programs in the workplace to its list of priorities.**

Baltimore terminals to the point where we have several years of zero findings," said Jim Wiedermann, Terminal Manager for AMPORTS Dundalk. "This is a direct result of her hard work and knowledge of the quality system."

A few years back, Wiedermann asked McVey to take the lead in AMPORTS' safety program. "She willingly jumped right in and has made great strides in making

AMPORTS a safer place," he said.

As a member of the Port's Safety Committee, McVey has observed, "Businesses in the Port are trying to make the entire Port a safer and healthier workplace for all." For her part, she has conducted safety training at the Dundalk facility to ensure that employees complete their responsibilities and go home safely each day.

"I also enjoy coordinating most of the charity events we sponsor," McVey said, "including the Hat & Mitten Tree program, community food drive and Relay for Life program."


On many projects and programs, McVey works closely with Leo McFadden, AMPORTS' Senior Vice President of Operations East Coast. "Charlotte is a pleasure to work with," McFadden said. "She is committed to improving safety and quality at AMPORTS. But more importantly, she takes great pride in serving the community and local charitable organizations, and we are a better company thanks to her."

McVey doesn't have any set schedule. "I go wherever the quality path leads for the day," she said. That includes tracking quality-related issues and issuing Corrective Actions, if needed.

She writes all work instructions/procedures for each process and works with supervisors to ensure their processes are correct and employees are following instructions. McVey also writes newsletters, even making up puzzles and games related to safety and quality. She teaches all the required safety courses to all supervisors and employees at

Dundalk and sometimes at the Atlantic and Chesapeake facilities.

On a more personal note, McVey is very family oriented, with a husband of 43 years, one daughter, two grandchildren and two great-grandchildren.

But she doesn't have any plans of halting work any time soon. "I truly enjoy the diversity this position offers me," she said. "There's never a dull moment." 



STORY BY KATHY BERGREN SMITH

The American Sugar Refinery in Baltimore's Inner Harbor has served as a landmark for nearly a century. Sugar arrives by ship and barge and is refined and packed as Domino brand sugar. Also, sugar is sold in bulk to manufacturers. Today, trucks roll in and out delivering sugar to many of the Mid-Atlantic's signature snack food companies, like TastyKake and Hershey. One of the oldest of these is Baltimore's own Goetze Candy.

The Baltimore Chewing Gum Company was founded by the father and son team of August and William Goetze in 1895. During World War I, the key ingredient for chewing gum at the time, chicle (which was tapped

from trees in Central America), was in short supply. The family developed a new confection during the war based on caramel, the Chuee. Over the next decades, the Goetze Caramel Cream was perfected and became the quintessential "penny candy." The individually wrapped caramels with a cream center are still sold in many grocery stores.

In this 1961 photograph, a truck from Domino is emptying sugar, refined at the Inner Harbor-based American Sugar facility, into the silo at the Goetze factory on Monument Street, where the fifth generation of Goetzes continues to cook up sweet treats. 🌐

The above photograph is provided courtesy of the Baltimore Museum of Industry and is part of the museum's BGE collection. Visit the Baltimore Museum of Industry at 1415 Key Highway on the south side of the Inner Harbor; check out their website at [www.thebmi.org](http://www.thebmi.org); or call 410-727-4808. The museum is open Tuesday through Sunday, 10 a.m.-4 p.m.



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